

**EXECUTIVE SECRETARIAT**  
ROUTING SLIP

TO:

|          |           | ACTION | INFO | DATE | INITIAL |
|----------|-----------|--------|------|------|---------|
| 1        | DCI       |        | X    |      |         |
| 2        | DDCI      |        | X    |      |         |
| 3        | EXDIR     | X      |      |      |         |
| 4        | D/ICS     |        |      |      |         |
| 5        | DDI       |        |      |      |         |
| 6        | DDA       |        |      |      |         |
| 7        | DDO       |        |      |      |         |
| 8        | DDS&T     |        |      |      |         |
| 9        | Chm/NIC   |        |      |      |         |
| 10       | GC        |        |      |      |         |
| 11       | IG        |        |      |      |         |
| 12       | Compt     |        |      |      |         |
| 13       | D/Pers    |        |      |      |         |
| 14       | D/OLL     |        |      |      |         |
| 15       | D/PAO     |        |      |      |         |
| 16       | SA/IA     |        |      |      |         |
| 17       | AO/DCI    |        |      |      |         |
| 18       | C/IPD/OIS |        |      |      |         |
| 19       |           |        |      |      |         |
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| 22       |           |        |      |      |         |
| SUSPENSE |           | Date   |      |      |         |

Remarks

*ER copy.*

Executive Secretary

**5 Oct 84**

Date

**3637** (10-81)


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| Executive Registry |
| 8071/2             |

5 October 1984

MEMORANDUM FOR: Executive Director  
FROM: Director of Central Intelligence  
SUBJECT: Computerization

Let's follow-up on your good memo on computerization. I would like to know a little more about it. Note the items on the first page and the second and third pages. I think we should follow through or talk about these. It seems to me we need to get a small senior group working through on these issues and chart a definite course.

  
William J. Casey

25X1



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Executive Registry

84- 8071/1

19 September 1984

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: Executive Director

SUBJECT: Computerization

1. Recently you sent me a note on computerization. This is a subject of intense interest to me, not because I'm especially interested in computers but because the future quality of our work will increasingly be tied to our success in harnessing the computer. What follows is a short summary of my present thinking on the issues you raised.

2. Senior management concern about this issue isn't new; we have even made some progress over the years in the way we bring computer-related issues to senior levels for resolution, in educating our senior managers about these issues (although it is often the case that as soon as someone gets educated he leaves), and in encouraging information sharing among CIA components. We have also had some tentative, but obviously not decisive, discussions of alternative approaches to the management of information systems. / Who? ✓

3. One approach to thinking about this problem was the result of some strategizing between Jack Blake, then DDA, and myself when I was Comptroller; this eventually resulted in the hiring of an information architect. After approximately a year's work, the position of Information Architect was abolished and replaced by an Information Systems Board to deal with many of the same questions. ✓

4. Despite this and other similar kinds of experiences over the years, there has never developed a senior management consensus about what ought to be done about the information systems management issue. Indeed some people question whether anything ought to be done at senior management levels other than support what is conceived at lower levels.

5. Over the years, much of the hassle has been caused by changing technology. First, there was the mainframe mentality pushed by IBM, which insisted that large data processing departments full of white-coated specialists make all the decisions. The users of such systems played second fiddle. Indeed, the device given the user for communicating to the mainframe system--the dumb terminal--said it all. Then came the

CI RV Signer

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related issues must be systematically considered.

- It is important to equip smart ADP-wise new employees with the computer-based tools they will need to do their jobs in the future, both to get our work done and to enhance our ability to hire and retain the kinds of people we need. }
- We need to limit the number of different vendors who will develop or build equipment in our facilities, both to reduce costs and improve security. *How many & who?*
- We want to hold components to some database size constraints in order to slow today's cycle in which we design new systems, move people out of our building to accommodate the new systems, and then try to bring the people back. (The storage devices which hold computer-based information occupy nearly one-half of all the physical space we devote to computers.) ✓

9. In addition to a set of objectives, or as part of it, we need a constitution, something which outlines what we expect to occur at the component level, what is properly done at a directorate level, and what should be considered centrally. Some of the issues for such a document include:

- at what level in the organization we should encourage a serious planning effort; ✓
- who can conduct R&D on artificial intelligence applications; ✓
- who will manage certain services of common concern; ✓
- which components are competent to oversee the development by new contractors of future capabilities and which should be required to use a service of common concern. ✓

10. Finally, we need a sensible process which brings certain information systems management issues to senior management attention. Now, senior management review of our programs mostly occur as part of the budget process. One can quarrel with how well we deal with these decisions but, in principle, the budget process is a sensible place for priorities to be sorted. It is not an adequate vehicle, however, for a discussion of our overall objectives or for consideration of issues of compatibility between systems. *Where*

11. The steps enumerated above are important, but just as important as taking a series of procedural steps is finding a way to exert some discreet 7th floor leadership on these issues. We need to involve the DD's even more directly in this problem than we have to date. You recently expressed interest in the AIM

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